

Get Airports Ready for Disaster (GARD)

Implemented in collaboration with Deutsche Post-DHL Group

The GARD Project is a DRR preparedness training programme designed by UNDP and Deutsche Post-DHL Group to strengthen airport facilities and personnel capacities to better manage unpredictable disasters in a country. Since 2013, the project has been financed by the Government of Germany, with parallel financing and in-kind contributions from both UNDP and DP-DHL Group.

UNDP works together with other agencies, in particular with UN-OCHA, on capacity development for Disaster Preparedness. In 2005, a Tripartite MOU on Disaster Preparedness and Response was signed between UN-OCHA, UNDP and DP-DHL Group, and has resulted in the development of a [UNDP project](#) to coach airports managers and staff from disaster management agencies on how to prepare for the logistic challenges posed by disasters. Since the inception of the project, GARD workshops have been run in 14 countries for personnel from 29 airports.

Taking into consideration the lessons learned and recommendations of an independent evaluation conducted in 2015, the present document outlines the planned results and activities for the period 2016-2017.

Project Title :	Get Airports Ready for Disasters (GARD)
UNDP Strategic Outcome(s):	Outcome 5: Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change.
UNDP Strategic Output(s):	Output 5.4: Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community.
Project Outputs: <i>(Those that will result from the project)</i>	Output 1: Capacity of selected Airport personnel enhanced to manage disaster relief surge and respond efficiently to emergency needs; Output 2: Airport Preparedness plans developed and aligned with National Preparedness plans; Output 3: Airport preparedness efforts sustained through GARD Plus validation training and integration into National DRR Action Plan.
Implementing partner:	UNDP
Responsible parties:	UNDP (in collaboration with DP-DHL Group)

Atlas Award/Project ID:	00041995	Total resources required	USD 397,440
Start date:	Jan. 2016	Total allocated resources:	_____
End Date	Dec. 2017	• Regular	_____
Management Arrangements:	UNDP Direct Implementation (DIM)	• Other:	
		○ Germany	EUR 350,000
		○ Donor	_____
		○ Donor	_____
		○ Government	_____
		Unfunded budget:	_____
		In-kind Contributions	USD 40,000

I. SITUATION ANALYSIS

A changing climate and rapidly growing exposure to disaster risk present the world with an unprecedented challenge. For developing countries, both less able to cope with the impact and more likely to be affected, the challenge is particularly severe. These countries face various types of natural hazards – earthquake, flooding, storms, drought etc. While the number of disasters and their catastrophic consequences grow, national governments face numerous challenges in delivering aid and other humanitarian services to affected people to prevent further loss of lives.

Critical to quick delivery of aid is transportation lifelines such as airports, cross border road-ways and access by sea. In island countries or archipelagos, the absence of cross border roadways makes airports a critical facility for delivering external aid. Managing the logistics of a large scale humanitarian operation can be complex particularly if it involves both military and civil agencies, with assistance from several countries offering different types of aid. One of the reasons is the lack of capacities to manage the huge inflow of relief materials from various sources. Airports are key links to delivering humanitarian assistance on the ground. Unfortunately, in many situations, these facilities are often overwhelmed due to the sudden surge in incoming flights, lack of equipment for offloading relief goods, and limited warehousing for storing relief items. Other factors that can derail the delivery of humanitarian services are the capacity for servicing the needs of the flights landing.

These impediments reduce efficiency and speed of delivery of services and goods to people. Airports need to be equipped with surge capacities to manage large scale humanitarian operations as well as the ability to effectively coordinate with other national actors for complying with customs regulations, immigrations, storage and movement of goods, relief distribution etc. The host country's capacity to manage the influx of humanitarian aid and personnel determines to a large extent the quality of humanitarian assistance to affected people. While the scale of disasters is unpredictable, capacities for preparedness can be developed beforehand to ensure an effective humanitarian response which can help minimize loss of lives and curb physical damage of the disaster. Preparedness also includes the development of standard operating procedures (SOPs) delineating roles and responsibilities of the airport management with other entities to ensure that relief aid functions are pre-arranged and in place prior to the disaster, and are situated within the National Government preparedness and emergency response plans.

UNDP works together with other agencies of the IASC, in particular with UN-OCHA, on capacity development for Disaster Preparedness. As a result of this partnership, UNDP and OCHA have jointly developed training programmes for Government officials and assisted National Governments in developments of National Disaster Preparedness plans. A Tripartite MOU on Disaster Preparedness and Response was signed in 2005 between UN-OCHA, UNDP and Deutsche Post-DHL and resulted in the development of a project for airport preparedness. This unique training programme titled "**Get Airports Ready for Disasters**" (GARD) has matured over time to ensure that airport personnel have skills and airports are equipped with facilities to respond to large scale disasters.

Past Achievements and lessons learned

The GARD training programme has been implemented by the Climate Change and Disaster Risk Reduction Team based in Geneva. The GARD project is demand-driven and has been repeatedly approached by national governments to have the training conducted in different international and regional airports. Since the beginning of the project in 2005:

- 29 airports have been assessed through GARD trainings workshops.
- More than 450 participants have been trained.

- In 2013-2015, with funding contributions provided by the Government of Germany, UNDP and DHL-GARD team conducted workshops and assessments in eight countries: Armenia, El-Salvador, Dominican Republic, Jordan, FYR Macedonia, Panama, Peru, Philippines and Sri Lanka.

The GARD training programme has gained momentum. Not only there is continued demand for new workshops from national authorities, but there are also requests to continue the implementation of the action plan and assessment in the countries where the training has been conducted in the last two years (also called GARD Plus). Requests to expand and deliver the training in local/regional airports within countries have also been made.

The strategy below for the phase 2016-17 has been developed following the project evaluation conducted in April-May 2015 and does incorporate the recommendations and lesson learnt as outlined below:

Full integration of GARD in UNDP DRR management activities at country level

Real transformational changes require the GARD Project to move from a mere provider of training to an effective mechanism around which to gather the interest of local authorities and donors to fund selected activities. GARD should be a step into a long-term disaster management process and become part of the on-going disaster management programmes of UNDP. Steps are already being taken but not systematically. At country level, this implies: i) UNDP commitment to follow up, strongly backed up by country office management; ii) UNDP GARD owner designated at the right level of seniority to ensure coordination of the training as well as expertise for follow-up activities; iii) synergies and multiply effects created: funding secured and alignment with projects in pipeline ensured to strategically use funds for implementing GARD findings (selected pilot activities identified for implementation and capacity development at airports supported); iv) relief and humanitarian agencies active in disaster preparedness and response (i.e. UN-OCHA, WFP, NGOs) to have a stronger participation in GARD activities.

GARD Project to become more structured and additional funding secured

Lessons learnt need to be centralized, systematized and shared, a task for UNDP at global and regional levels. Funding should be secured from multiple sources, including donors, UNDP, national governments and the same airports, especially when privately managed. Activities should aim at expanding the programme to other countries' airports and to implement identified activities in countries that already benefitted from the training. While keeping the clarity and simplicity of design, GARD would benefit from becoming a more structured project with its own M&E and governance mechanisms (Project Board) to increase commitment, visibility and accountability.

Fine-tune priorities for the expansion of the GARD programme

Current requests for GARD training are higher than the capacity of UNDP/DHL to provide it. The programme is valuable, relevant and successful; its expansion and replication to other regions/countries/airports should be done without compromising the quality of the service provided.

Management of workshops

According to the evaluation, the GARD training programme is already extremely effective. Further suggestions include: i) provide a GARD Plus/refresher training to all countries where the initial workshop proved successful; ii) include a simulation exercise in all GARD Plus training; iii) prepare a questionnaire to be filled in also before a GARD Plus event is organized to assess the current status and ensure a clear commitment for the follow-up; iv) encourage participation to the workshop of a trained staff from another country's airport.

Replacement of training functions

All training functions should be able to be replaced; be ready for possible unavailability of the key role of the aircrafts and airports operations.

Establish an integrated M&E mechanism

An integrated M&E mechanism should be established for the GARD Project to be implemented in cascade with relation to DRR national activities and UNDP Country Programme DRR related interventions. At airports level, follow-up indicators should be established and authorities encouraged to monitoring them.

II. STRATEGY

UNDP works through a network of 177 country offices and is one of the largest global public-sector actors in the area of Disaster Risk Reduction (DRR). UNDP's DRR and recovery programmes spread over 163 countries with average annual expenditures over US\$195 million. UNDP plays an important and unique role in supporting high risk countries to achieve their development goals by reducing loss to life and assets, and by strengthening long term resilience. UNDP works with governments at national and local levels to ensure that DRR is a nationally-led and owned process that is integrated into national development planning.

At UNDP, disaster risk reduction (DRR) and sustainable development are one and the same. Disasters, while linked to natural hazards, are exacerbated by poor, risk-blind development decisions that expose people and communities to risk. Conversely, disasters destroy development gains and trap people in poverty. It is clear therefore that sustainable development cannot happen without DRR. UNDP's work integrates issues of climate, disaster risk and energy at the country level, focusing on resilience building and ensuring development remains risk-informed and sustainable. To do this we assist governments in systematically and comprehensively delivering on risk-informed development through the communication, reduction and management of risk.

Over the period 2005-2014, UNDP has invested 1.7 billion in building resilience and providing support to countries in DRR and recovery. Under the new UNDP Strategic Plan for the years 2014-2017, the focus on DRR is reflected against two corporate outcomes:

- **Outcome 5:** Countries are able to reduce the likelihood of conflict, and lower the risk of natural disasters, including from climate change
- **Outcome 6:** Early recovery and rapid return to sustainable development pathways are achieved in post-conflict and post-disaster situations

To support these outcomes, as well as the Sendai Framework for DRR, the UNDP Climate, Disaster and Energy Team, under the new Bureau for Policy and Programme Support (BPPS), has developed three strategic objectives on Disaster Risk Reduction:

- **Understanding and communicating risk** – to support local governments on DRR awareness, risk assessment/risk information database and establishment of early warning system;
- **Reduce risks** – to support governments to have appropriate legislative, policy, institutional and financing mechanisms at the national and sub-national levels; and,
- **Manage the remaining risk** – to help countries manage and mitigate remaining risk through preparedness measures, pre-disaster recovery planning, recovery programming and the implementation of post-disaster needs assessments.

More information on UNDP's work in the area of DRR [can be found here](#).

One of the main DRR thematic focus area of the 2014-2017 UNDP Strategic Plan is disaster preparedness. Disaster preparedness is based on the analysis of disaster risks and includes activities such as contingency planning, stockpiling of equipment and supplies, the clarification of institutional responsibilities and mandates, coordination and recovery financing arrangements. UNDP works to provide policy guidance,

support the establishment of regulatory frameworks and coordination, and develop capacity for recovery long before a crisis occurs. Within the outcome 5 of the UNDP Strategic Plan as stated above, a dedicated output (5.3) covers disaster preparedness activities: “Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community level”.

Under UNDP’s corporate reporting mechanisms, each Country Programme having DRR related interventions will have to report back on results against the above outputs and indicators. As such, it is imperative that the GARD initiative is well embedded within broader disaster preparedness interventions and this has become a key criteria for country selection. For instance, in 2014 the GARD training assessment results were incorporated into the emergency national action plan of Armenia and Sri Lanka, thus providing concrete evidence on how this initiative can assist countries in managing and mitigating risks. GARD plays an important role in UNDP’s DRR portfolio and remains as a signature product of public and private sector partnership in supporting countries in need of disaster preparedness mechanisms.

Building on its achievements as well as the lessons learned from the past implementation, the project will continue in the next two years to strengthen capacities of airports to manage large-scale disaster response operations. The overall objective of the project shall remain to support national governments in high disaster-risk countries and airport authorities to have enhanced in-country capacities to facilitate quick delivery of post disaster support services to people affected by natural disasters.

The specific outputs of the project for the period 2016-17 are as follows:

- Capacity of Airport personnel enhanced to manage disaster relief surge and respond efficiently to humanitarian needs;
- Airport Preparedness plans developed and aligned with National Disaster Preparedness plans.
- Airport preparedness efforts sustained through GARD Plus validation training and integration into National DRR Action Plan

Over the next 2 years, the project shall build up national capacities in eight additional countries where UNDP has on-going DRR and Recovery Preparedness programmes, in order to facilitate its linkages with the National Disaster Preparedness plans and ensure its sustainability.

Output 1: Capacity of selected Airport personnel enhanced to manage disaster relief surge and respond efficiently to emergency needs

The primary activities under this output will be to deliver the training for airport personnel. To ensure effectiveness, the workshop, lasting 4-5 days, is always held at the airport to be made disaster-ready. With the consulting support of the trainers, participants will evaluate their airport and identify potential bottlenecks in the event of a disaster, based on a mix of in-class workshop, assessment work and on-site fieldwork. The main deliverable is to develop a GARD Airport Assessment Report that gives a structure which enables the participants to assess the surge capacity, limiting factors and alternative uses for facilities and processes in and around the airport site.

Following the capacity assessment, critical issues that need to be addressed will be identified and specific recommendations made to address the gaps. The training shall provide participants with templates and information to conduct similar assessments in other airports in the country. A careful selection of participants will be done so that they can be in position to introduce new business processes to improve efficiency and influence senior management to implement recommendations of the assessment.

The training module will be revised to include, in addition to the capacity assessment, a focus on management of international aid personnel deployed to assist in search and rescue, health, water and sanitation etc. The training will also provide an overview of the existing legislative framework and institutional arrangements to address disaster risks in the country. This enhanced assessment shall help situate the airport preparedness programme within the national preparedness context.

Output 2: Airport Preparedness plans developed and aligned with National Disaster Preparedness plans

With the objective of ensuring the sustainability of these interventions, UNDP will work together with the Airport authorities and the National Disaster Management authorities/agency (NDMA) to develop a comprehensive disaster preparedness plan for the airport. The Plan will include the response capacities of the airport to large scale disasters, standard operating procedures defining the roles and responsibilities of airport officials and their relationship with the national authorities.

It is envisaged that both the UNDP Country Office and the National Government will play an increasing active role in the implementation following the assessment. UNDP will liaise with the NDMA to secure their participation in the development of the airport preparedness plans and to ensure linkages with the national plan.

Where possible, airport simulation exercises based on the revised preparedness plan will be held. The cooperation of UN-OCHA will also be sought in the development of the airport preparedness plan.

Output 3: Airport preparedness efforts sustained through GARD Plus validation training and integration into National DRR Action Plan

In countries where the GARD training was conducted in the last two years, and upon request from the government, UNDP will support the national authorities to do simulation and conduct a second validation training to determine if the recommendations made through the initial GARD assessment were fully incorporated. The GARD Plus activity was developed following the demands received from national authorities of the countries where the GARD training was conducted in the past years. This activity helps ensure the airport is further prepared to face any disaster situation and is a key element of the sustainability of the project. During the GARD Plus validation training, the country national authorities will develop a new report and update/validate the initial GARD assessment recommendations.

GARD Plus will be conducted with support from the local/national airport authorities, local DHL staffs, UNDP country office focal point and with one or two DPDHL training experts. The GARD Plus activity provides an opportunity for the local staff to understand better on how to deal with emergency situations at the time of a disaster through the simulation exercise and prepares the country to have disaster response focal point at the local and international airports. The GARD Plus covers a simulation exercise to face disasters due to natural hazards. In addition to this, a training on safety measurement during a disaster at the airport (i.e. plane crash or fire at the airport) will be conducted as part of the simulation exercise. The targeted results of the GARD Plus is to have more airport authorities trained to face disasters that occurs due to natural hazards and to strengthen the airport facilities during emergency situations. For the year 2016-2017, GARD Plus is aimed for countries where GARD training was conducted in 2014-2015. In 2015 a GARD plus application is developed with criteria for country selection to ensure government involvement and quality of the simulation exercise. The outcome of GARD plus would lead also the national counterparts to include the airport disaster preparedness as of the national action plan for emergency.

III. RESULTS AND RESOURCES FRAMEWORK

UNDP Strategic Plan Outcome:	Outcome 5. Countries are able to reduce the likelihood of conflict and lower the risk of natural disasters, including from climate change		
UNDP Strategic Plan Output:	Output 5.4. Preparedness systems in place to effectively address the consequences of and response to natural hazards (e.g. geo-physical and climate related) and man-made crisis at all levels of government and community.		
Output Indicator	5.4.2: Number of countries with contingency plans in place at national and sub-national level for disaster and extreme climate events with adequate financial and human resources, capacities and operating procedures.		
	5.4.3: Proportion of the at-risk population covered by national and community level mechanisms to prepare for and recover from disaster events (e.g. evacuation procedures, stockpiles, search and rescue, communication protocols and recovery preparedness plans)		
Intended Outputs	OUTPUT TARGETS FOR 2016-2017	INDICATIVE ACTIVITIES	Budget in USD
			Total Budget
<p>Output 1: Capacity of Airport personnel enhanced to manage disaster relief surge and respond efficiently to humanitarian needs.</p> <p>Baseline:</p> <ol style="list-style-type: none"> Insufficiently trained airport staff and national DRR stakeholders/agencies on airport preparedness to handle emergency situation resulting from natural hazard, based on national authority demand for GARD training Lack of airport capacities to guide operation during emergencies. New countries to be targeted during 2016-17. 29 airports assessed since inception of project. No Airport Surge Capacity Assessment and Action Plan. <p>Indicators:</p> <ol style="list-style-type: none"> Number and active participation of airport staffs and national DRR agencies representing key roles and functions, 	<p>Year 1</p> <ol style="list-style-type: none"> At least 25 participants per selected airport with representative functional roles; Successful coordination and participation of national DRR counterpart in the GARD training. Minimum one staff participation from UNOCHA, WFP and other NGOs who will be actively involved in a national disaster response action. GARD training and airport capacity assessment conducted in four airports, with GARD owner identified at right level of representation are identified in all the selection countries. Airport Surge Capacity Assessment (ASCA) and Action plan completed and reviewed by UNDP. <p>Year 2</p> <ol style="list-style-type: none"> At least 25 participants per selected airport with representative functional roles; Successful coordination and participation of national DRR counterpart in the GARD training. Minimum one staff participation from UNOCHA, WFP and other 	<p>1.1 Coordination and Logistics including approval process for access to airport maps, photos, use of facilities @ 1,000 per country</p> <p><i>Coordination and presentation of GARD training concept to the national authorities</i></p> <p><i>Preparation of Material (maps, photos, etc.)</i></p> <p><i>Project operations and Logistical support for GARD coordination between various UNDP offices (national and global level)</i></p>	38,000
		1.2 Pre –Training Assessment of airport	In Kind contribution by UNDP
		Coordinate and receive required approval from the national authorities for airport pre-assessment	
		Coordinate and facilitate pre-assessment with DPDHL and national authorities	
		1.3 Five day workshop for 30 persons (travel, accommodation and workshop materials, etc.) costs @ of 36,205 per airport	200,000
		Travel & Accommodation	
		Translation of workshop material	
		Printing of workshop material	

including women participation when feasible; 2. Number of airports capacities assessed for emergency relief support and trained for airport disaster preparedness, with clear ownership by local authorities; 3. Level of completeness of Airport Surge Capacity Assessment (ASCA) and Action plan.	NGOs who will be actively involved in a national disaster response action. 2. GARD training and airport capacity assessment conducted in four airports, with GARD owner identified at right level of representation are identified in all the selection countries. 3. Airport Surge Capacity Assessment (ASCA) and Action plan completed and reviewed by UNDP.	Workshop (venue & boarding)	22,000	
		Simultaneous translation during workshop		
		1.4 Development of country specific guidelines on airport capacity assessment – including module for training @ of 1,500 per country		
		Consultant		
		Travel and DSA of staff @ 3,000 per region *3 regions		
Subtotal of Output 1			260,000	
Output 2: Airport Preparedness plans developed and aligned with National Preparedness plans. Baseline: <ol style="list-style-type: none"> Lack of complete airport action preparedness plan in the selected new countries for GARD initiative 2016-2017. Limited or no integration of airport preparedness action plan and ASCA in the airport standard operating procedures for emergency. M&E mechanism to be established. Indicators: <ol style="list-style-type: none"> Airport Preparedness Action plan revised and completed; The integration of the ASCA and Action Plan into the national disaster preparedness plan and in the airport management manual/Standard Operating Procedures (SOP) M&E mechanism established at country level to monitor implementation of Action Plan 	Year 1: <ol style="list-style-type: none"> Four countries have an Action Plan revised/completed; Minimum in four countries the GARD results are integrated into Integration of GARD results into Manual for Airport Management and/or SOP; Four countries have a M&E mechanism established to monitor implementation of Action Plan Year 2: <ol style="list-style-type: none"> Four countries have an Action Plan revised/completed ; Minimum in four countries the GARD results are integrated into Integration of GARD results into Manual for Airport Management and/or SOP; Four countries have a M&E mechanism established to monitor implementation of Action Plan 	2.1 Development and/or revision of Airport preparedness plans.	30,000	
		Consultant		8,000
		2.2 Follow up workshop on integrating airport preparedness plans to National DM plans @ of 2,000 per airport/country		
		1 day working workshop for 20 people National consultant for three months a year for 8 countries @ 2,500		
Subtotal of Output 2			38,000	

<p>Output 3: Airport preparedness efforts sustained through GARD Plus validation training and integration into National DRR Action Plan</p> <p>Baseline:</p> <ol style="list-style-type: none"> 1. New countries to be identified for GARD Plus 2. Lack of unified approach for DRR preparedness in airports and management of airport services during a massive natural hazard; 3. Limited awareness on integration of Airport preparedness plan into national DRR plans/strategies; <p>Indicators:</p> <ol style="list-style-type: none"> 1. Number of countries where GARD Plus validation trainings are conducted; 2. Number of simulation exercises conducted in local and international airports with high level representation of the government, UN agencies and/or other national DRR counterparts; 3. Number of countries with Integration of validated recommendation into the national plan of action; 	<p>Year 1:</p> <ol style="list-style-type: none"> 1. Two countries are provided GARD Plus validation training ; 2. Two countries simulation exercise on national emergency preparedness conducted; 3. Integration of validated recommendations into national plan of action in minimum two countries; <p>Year 2:</p> <ol style="list-style-type: none"> 1. Two countries are provided GARD refresher training ; 2. Two countries, simulation exercise on national emergency preparedness are conducted; 3. Integration of validated recommendation into national plan of action in minimum two countries 	<p>3.1 Conduct assessment and develop key recommendation in other airports of the countries where GARD training took place in the last year or minimum six months ago</p>	<p>70,000</p>
Subtotal of Output 3			70,000
Total Programme Budget			368,000
<i>General Management Cost (GMS 8%)</i>			29,440
Total Project Budget for 2016-2017			397,440

IV. ANNUAL WORK PLAN

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET (USD)				
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	2016	2017	Total Budget
<i>And baseline, indicators including annual targets</i>	<i>List activity results and associated actions</i>										
Output 1: Capacity of Airport personnel enhanced to manage disaster relief surge and respond efficiently to humanitarian needs.	1.1 Coordination and Logistics including approval process for access to airport maps, photos, use of facilities @ 1,000 per country					UNDP	Donor	Material production and Printing	4,000	4,000	8,000
	<i>Coordination and presentation of GARD training concept to the national authorities</i>							Consultant	15,000	15,000	30,000
	<i>Preparation of Material (maps, photos, etc.)</i>										
Indicators: 1. Number and active participation of airport staffs and national DRR agencies representing key roles and functions, including women participation when feasible; 2. Number of airports capacities assessed for emergency relief support and trained for airport disaster preparedness, with clear ownership by local authorities; 3. Level of completeness of Airport Surge Capacity Assessment (ASCA) and Action plan.	<i>Project operations and Logistical support for GARD coordination between various UNDP office</i>										
	1.2 Pre –Training Assessment of airport					UNDP	UNDP	In-Kind contribution (staff member time)	-	-	-
	<i>coordinate and receive required approval from the national authorities for airport pre-assessment</i>										
	<i>coordinate and facilitate pre-assessment with DPDHL and national authorities</i>										
	1.3 Five day workshop for 30 persons (travel, accommodation and workshop materials, etc.) costs @ of 36,205 per airport					UNDP , DPDHL and Airport Authorities	Donor	Workshop and Conference Facilities	120,000	80,000	200,000
	<i>Travel & Accommodation</i>										
	<i>Translation of workshop material</i>										
<i>Printing of workshop material</i>											
<i>Workshop (venue & boarding)</i>											
<i>Simultaneous translation during workshop</i>											

	1.4 Development of country specific guidelines on airport capacity assessment – including module for training @ of 1,500 per country					UNDP	Donor	International Consultant	6,000	6,000	12,000
	Consultant							Travel	5,000	5,000	10,000
	Travel and DSA of staff @ 3,000 per region *3 regions										
Subtotal of Output 1									150,000	110,000	260,000
Output 2: Airport Preparedness plans developed and aligned with National Preparedness plans.	2.1 Development and/or revision of Airport preparedness plans.					UNDP	Donor	International Consultant	4,000	4,000	8,000
Indicators:	Consultant										
1. Airport Preparedness Action plan revised and completed;	2.2 Follow up workshop on integrating airport preparedness plans to National DM plans @ of 2,000 per airport/country										
2. The integration of the ASCA and Action Plan into the national disaster preparedness plan and in the airport management manual/Standard Operating Procedures (SOP)	1 day working workshop for 20 people					UNDP	Donor	Workshop and Conference Facilities	5,000	5,000	10,000
3. M&E mechanism established at country level to monitor implementation of Action Plan	National consultant for three months a year for 8 countries @ 2,500								10,000	10,000	20,000
Subtotal of Output 2									19,000	19,000	38,000
Output 3: Airport preparedness efforts sustained through GARD Plus validation training and integration into National DRR Action Plan	3.1 Conduct assessment and develop key recommendation in other airports of the countries where GARD training took place in the last year or minimum six months ago					UNDP	Donor	Workshop and Conference Facilities	35,000	35,000	70,000
Indicators:											
1. Number of countries where GARD Plus validation trainings are conducted;											
2. Number of simulation exercises conducted in local and international airports with high											

level representation of the government, UN agencies and/or other national DRR counterparts; 3. Number of countries with Integration of validated recommendation into the national plan of action;														
Subtotal of Output 3									35,000	35,000	70,000			
Total Programme Budget									204,000	164,000	368,000			
<i>General Management Cost (GMS 8%)</i>									16,320	13,120	29,440			
TOTAL Project Budget for 2016-2017									220,320	177,120.	397,440			

V. MANAGEMENT ARRANGEMENTS

The overall responsibility of project will be under the Climate Change and Disaster Risk Reduction (CDT) Cluster of the UNDP Bureau for Policy and Programme Support based in Geneva. The project activities will be implemented and coordinated through UNDP Country Offices to roll out the training workshops in the countries selected.

The funds will be authorized to UNDP country offices based on a brief concept note and a budget breakdown for an airport preparedness programme including the GARD and/or GARD plus training. The GARD training and the follow-up activities will be coordinated through the CDT Geneva office. The Deutsche Post DHL Group GO Help team shall be responsible for facilitating and delivering the GARD training in selected countries.

At HQ level, a Project Board will be constituted to provide qualitative inputs, guidance and oversight to the implementation process. It will ensure timely delivery of inputs and achievement of objectives. The Project Board shall include, the Partnership Advisor of the Climate, Disaster and Energy team, a representative from UN-OCHA, a representative of DP-DHL as well as a representative of donor(s) contributing to the project. The Preparedness Programme Analyst will assist in day-to-day management and implementation of the project.

Roles and Responsibilities

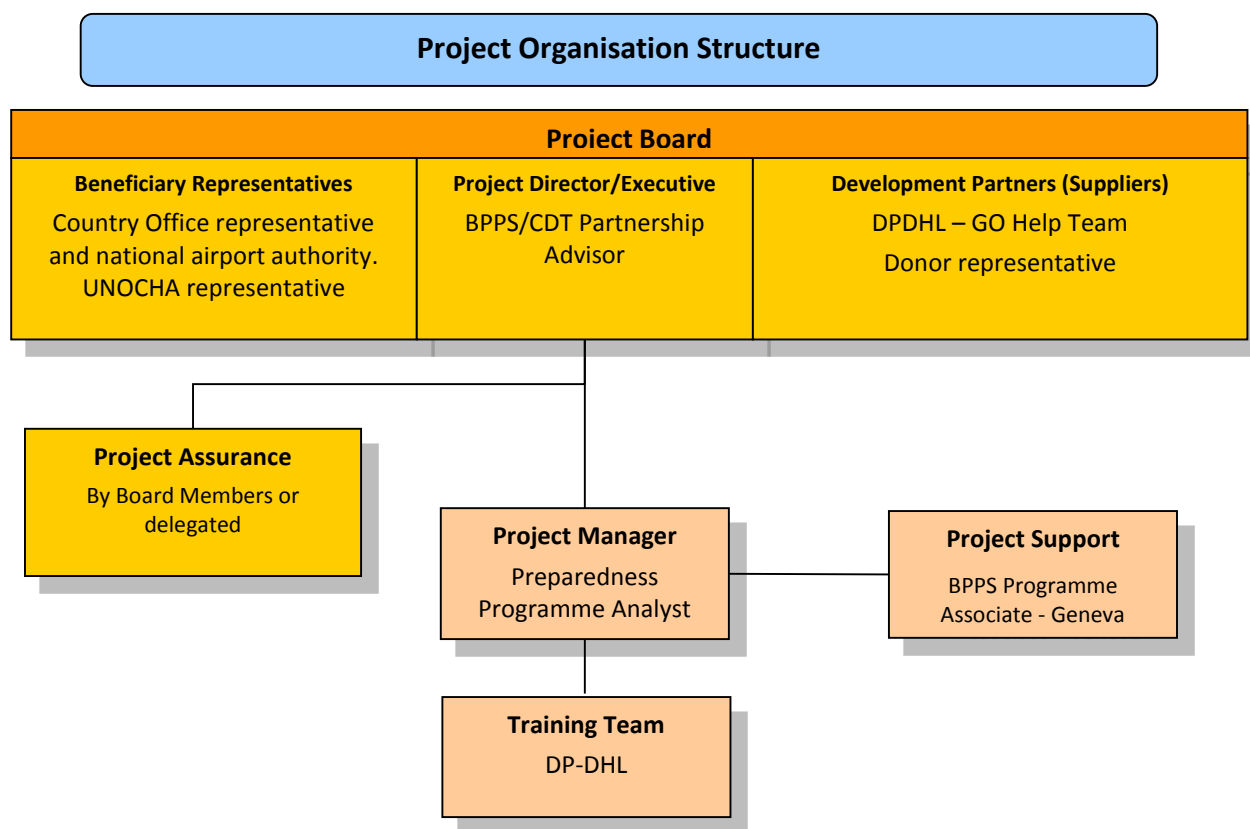
Project Board: The Project Board is the group responsible for making by consensus, management decisions for the project when guidance is required by the Project Manager. In order to ensure UNDP's ultimate accountability, Project Board decisions should be made in accordance with standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. Project reviews by this group are made at designated decision points during the implementation of the project, or as necessary when raised by the Project Manager. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems between the project and external bodies. The diagram below describes the composition and structure of the Board.

Project Assurance: Project Assurance is the responsibility of each Project Board member; however the role can be delegated. The project assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions. This role ensures appropriate project management milestones are managed and completed.

Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner (UNDP) within the constraints laid down by the Board. The Project Manager is responsible for day-to-day management and decision-making for the project. The Project Manager's prime responsibility is to ensure that the project produces the results (outputs) specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

Project Support: The Project Support role shall provide project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager.

At the country level, the UNDP Country Director or Deputy Resident Representative shall provide oversight and ensure the linkage of the GARD activities with broader DRR-related interventions of the Country Office.



VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the [UNDP programming policies and procedures](#), the project will be monitored through the following:

Within the annual cycle

- Based on information recorded in Atlas, regular Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format covering the whole year as well as a summary of results achieved against pre-defined annual targets at the output level.
- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a

final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

VII. LEGAL CONTEXT

UNDP as the Implementing Partner shall comply with the policies, procedures and practices of the United Nations safety and security management system.

UNDP will undertake all reasonable efforts to ensure that none of the project funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via http://www.un.org/sc/committees/1267/aq_sanctions_list.shtml.

VIII. ANNEXES

Annex 1 - Risk Log (annexed below);

Annex 2 - GARD Training Application Form (attached as separate document);

Annex 3 - GARD Plus Application Form (attached as separate document);

Annex 1- RISK LOG

Project Title: Get Airport Ready For Disasters (GARD)	Award ID: 00041995	Date: 23/9/2015
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Capacity and commitment of national authorities and Government entities	September 2015	Political	<p>The implementation of the GARD plus (output 3) will be unsuccessful</p> <p>Enter probability on a scale from 1 (low) to 5 (high) P = 2</p> <p>Enter impact on a scale from 1 (low) to 5 (high) I = 4</p>	<p>Using newly introduce application form, assess the commitment of national authorities before the training.</p> <p>A GARD owner should be identified at the airport authority level</p>	UNDP Project Manager UNDP CO management	Project Manager		
2	Lack of Lead Training Expertise	July 2015	Organizational	<p>P = 3</p> <p>I = 4</p>	Identify one additional lead training expertise;	DPDHL	Project Manager		
3	Lack of UNDP Country Office engagement	September 2015	Organizational	<p>P – 2</p> <p>I = 3</p>	UNDP country office should nominate a DRR focal point to support and facilitate the government in implementation of the initial GARD workshop outcome.	Project Manager	Project Manager		